

JUNIPER NETWORKS HEADQUARTERS CAMPUS

TRANSPORTATION DEMAND MANAGEMENT PLAN

**Prepared for:
JUNIPER NETWORKS**

and

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EXECUTIVE SUMMARY

Juniper Networks has acquired a 79.91-acre site in Sunnyvale across the street from their existing three-building headquarters complex on Mathilda. The Company intends to accommodate its future growth in the next ten years by building over two million square feet of office space and a hotel. In conjunction with the entitlement process for this Juniper Networks Campus, Juniper is proposing an aggressive and proactive Transportation Demand Management (TDM) Plan. This comprehensive Plan is designed to promote alternative transportation mode uses that will address both traffic and air quality concerns in Sunnyvale.

The Plan includes 20 measures and an annual monitoring program. The Plan has a variety of infrastructure and incentive based measures that encourage all forms of alternative mode use: transit/shuttles, carpool/vanpool, bicycling, walking, and telecommuting.

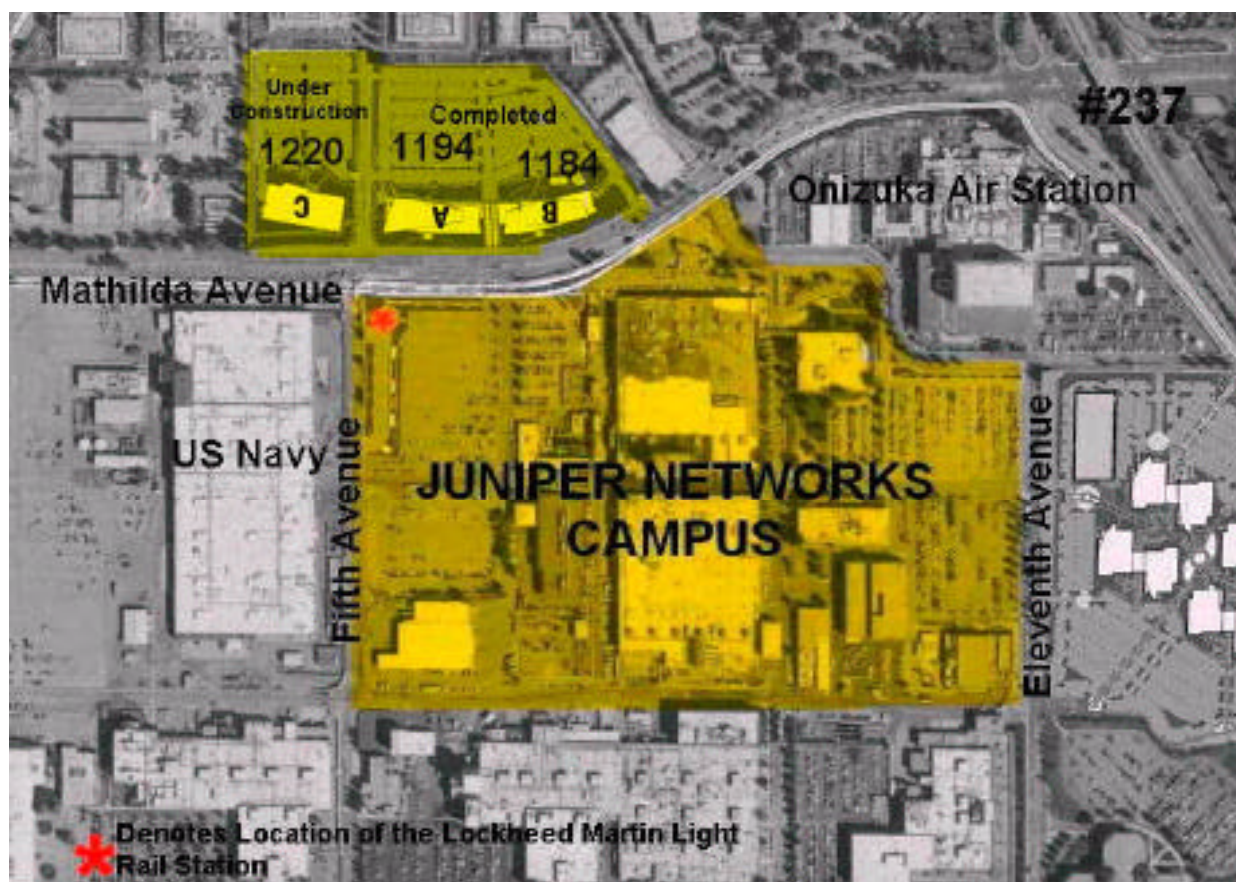
Reduced parking levels will help to dampen demand for single occupancy vehicle (SOV) use. The additional measures such as shuttles, carpool and vanpool spaces, basketball court, fitness room, showers and bicycle facilities, and incentives including the Eco Pass transit subsidy and the Guaranteed Ride Home program, will provide employees with viable alternatives to the SOV.

This Plan is performance based. Juniper Networks will voluntarily commit to achieving and maintaining a 30% peak hour employee trip reduction at the Campus. The 30% peak hour trip reduction will be achieved through two separate but related components. First, the project will reduce morning peak period employee trips by 20% through the promotion and utilization of alternative modes of transportation. Second, the project will shift an additional 10% of employee trips out of the a.m. peak hour. By shifting employee trips outside of the peak hour, Juniper Networks will be reducing traffic during the most critical time of the day.

This 30% trip peak hour reduction plan is the highest traffic mitigation or TDM goal ever committed to in the City of Sunnyvale. Juniper Networks already has a TDM program in place on their currently occupied properties and will expand the TDM Program to include all Juniper Networks occupied buildings in Moffett Park. Annually, Juniper Networks employee mode use and trip reduction will be monitored and a report will be submitted to the City's Department of Community Development by January 1st of each year or in conjunction with the Moffett Park Business and Transportation Association which Juniper Networks founded and is the major financial contributor.

1.0 INTRODUCTION

The Juniper Networks Headquarters Campus is a build-to-suit headquarters campus for Juniper Networks. The 79.91-acre site is on Mathilda Avenue in the Moffett Park area of Sunnyvale, adjacent to the Company's existing three building headquarters complex. The site has 984,984 square feet of existing Lockheed Martin buildings which have been vacated and will be demolished. The proposed 70% floor area ratio (FAR) Juniper Networks Campus site plan includes ten, new office buildings in three separate mini-campus clusters, an amenities building, four parking structures and a hotel with a restaurant and retail space. It is anticipated that the Juniper Networks Campus will be constructed over the next ten years.



It is anticipated that project entitlement and conditions of approval will require the creation of a trip reduction and Transportation Demand Management (TDM) Program that may include the following elements: TDM monitoring; carpool/vanpool, Eco Pass and employer transit subsidies, employee commute incentives, shuttle buses, bus services, building features (e.g. lockers and showers, convenient services), and secure bicycle parking.

The Juniper Networks Headquarters Campus project supports the City of Sunnyvale's policy of focusing clustered development along transportation corridors. This project is located near and served by Highways 101, 237, and 85 and the Lawrence Expressway (significant high occupancy/carpool facilities), the Sunnyvale Caltrain Station, and Santa Clara Valley Transportation Authority (VTA) light rail and bus stops. The VTA's Lockheed Martin Transit Center, both a Light Rail Station and a Bus Depot, are on site. The newly opened Moffett Park Drive Light Rail Station is within close proximity. The VTA supports up to 100% FAR at locations adjacent to Stations.

The comprehensive plan of trip reduction measures identified in this report will be essential to realizing the trip reduction potential of the Juniper Networks Campus project. The combination of these critical factors will provide the balance to maintain a 30% peak hour employee trip reduction level for this project.

Through monitoring efforts such as the annual survey of employees to determine transportation mode split, the single-user tenant, Juniper Networks, will be able to better focus transportation coordination efforts and encourage employees to use alternative transportation. The modal split survey results will be submitted to the City of Sunnyvale on or before January 1st of each year of in conjunction with the Moffett Park Business and Transportation Association (MPBTA).

2.0 BACKGROUND

Juniper Networks actively supports employee trip reduction to and from the work site to improve the quality of life in the Silicon Valley. Their existing TDM programs are comprehensive and effective. The Company's corporate policies encourage telecommuting, flextime, and on-site employee services, which further contribute to the reduction of employee vehicle trips.

In 2001, Juniper Networks was awarded the National Standard of Excellence for Employer-Provided Benefits and also received the United States Environmental Protection Agency's (EPA) Certificate of Recognition for their participation and involvement in the Commuter Choice Leadership Initiative. The Bay Area Air Quality Management District (BAAQMD) recently named Juniper Networks as one of its "impact" awards for large program recipients for the 2001 Spare the Air Employer Program.

The Juniper Networks Campus site is strategically located along the new Tasman West light rail line, a recent extension of the existing light rail system. The Lockheed Martin light rail station and multimodal transit center is contained within the site. This creates an excellent inducement for Juniper Networks' employees to use light rail and buses.

In June 2000, Juniper Networks occupied their first building of 144,000 square feet in Sunnyvale on Mathilda Avenue. After taking occupancy of the second 123,000 square foot Mathilda Avenue building in February 2001, Juniper initiated their TDM program. Juniper will move in to a third Mathilda building in August/September 2002. The City of Sunnyvale required TDM monitoring for the first two buildings (Phase I). The third

Juniper building (Phase II), has the City of Sunnyvale's most aggressive TDM program requirement - 20% trip reduction with penalties for noncompliance. In April 2001 Juniper voluntarily adopted the TDM Plan for the third building even though they were not required to for another 18 months. The Juniper Networks Campus proposed development will continue to promote the alternative use commitment to maintain continuity of its existing TDM measures.

The City of Sunnyvale's policy of focusing clustered development along transportation corridors is strengthened by the Juniper Networks Campus location. This project is located near and served by Highways 101, 237 and 85, Caltrain Stations, Santa Clara Valley Transportation Authority (VTA) light rail train stations and bus stops and shuttle services for Altamont Commuter Express (ACE) and Capitol Corridor trains. The infrastructure greatly enhances the opportunity for the use of commute alternatives.

The Juniper Networks Campus site is served by the extensive network of high occupancy vehicle (HOV) lanes on Highways 101, 237 and 85 and the Lawrence Expressway. The HOV highway lanes require two or more persons per vehicle and also permit motorcycle usage. Hours of operation for highway HOV lanes are 5:00 - 9:00 a.m. and 3:00 - 7:00 p.m., HOV expressway lanes operate one hour later in the morning, 6:00 - 9:00 a.m. and 3:00 - 7:00 p.m., Monday through Friday. Santa Clara commuters state that carpool lanes save them an average of 23 minutes in commute time.¹

Together with The Hoyt Company and all other members of the Moffett Park Business and Transportation Association, Juniper Networks completed its first baseline transportation survey of its employees on December 4, 2001. Of Juniper Network's 696 employees, 71%, or 494 employees completed the survey. The other 29% of Juniper Network's employees, who did not respond, were all conservatively assumed to be single occupancy vehicle users.

The overall response rate of all participating Moffett Park Business and Transportation Association members was 29%. Excluding Lockheed Martin, the collective response rate of the remaining companies jumped to 65%.

Based upon the conservative method used where each non-response is considered a drive-alone employee, Juniper Networks had the highest employee mode split percentage. Yahoo! ranked second behind Juniper Networks, by a few percentage points. Both Juniper Networks and Yahoo! have had their programs in place longer than any other "new technology" company in Moffett Park.

The survey results show that 20.4% of Juniper employees are currently using some form of alternative transportation to commute to and from work. Sixty-seven and one

¹ RIDES for Bay Area Commuters, Inc., Commute Profile 2001, Oakland, CA, Page 6.

half percent (67.5%) of survey respondents, who normally drive alone, indicated a willingness to consider an alternative commute mode to work on an occasional basis. Telecommuting was ranked highest as the preferred alternative mode choice of employees. Light rail, commuter train and carpool options were also ranked well as alternative commute considerations for employees. The top two items that would encourage employees to use an alternative were “the ability to telecommute” and “guaranteed emergency ride home” program.

Transit usage of Juniper Networks survey respondents was 6.7%, more than twice the Santa Clara County average transit rate of 3%.² Juniper Networks’ close proximity to the Lockheed Martin Transit Center and their recent participation in the Eco Pass program provides an incentive for employees to utilize the excellent transit opportunities available.

Approximately 5% of Juniper employees have formed carpools to date, based upon data collected by The Hoyt Coompany as part of the baseline TDM survey of Juniper Networks employees conducted in October and November 2001. Ten percent (10%) of all parking spaces for the existing and proposed Juniper Networks buildings are designated as preferred parking spaces for high-occupancy carpool or vanpool vehicles.

In June and July of 2001, CCS Planning and Engineering completed traffic counts at Juniper Networks existing buildings at 1194/1184 Mathilda and found that Juniper Networks generated approximately .7 trips/1,000 SF in the a.m. peak hour and .80 trips/1,000 SF. As required by the City of Sunnyvale, the Juniper Networks Campus Traffic Impact Analysis (TIA) assumes the Institute of Transportation Engineers (ITE) “Corporate Headquarters” trip generation rates of 1.47 and 1.39 trips per 1,000 SF, a.m. and p.m. peak hours, respectively. The City is assuming a lower ITE “Research and Development” (R&D) rate of 1.24 trips/1,000 SF for the a.m. peak and 1.08 trips/1,000 SF for the p.m. peak hour for the Moffett Park Specific Plan. Given that both the Corporate and the R&D rates are greater than the trips actually generated now by Juniper Networks, the traffic impact projected in the Juniper Networks Campus TIA is likely to overstate future traffic congestion.

In Santa Clara County opportunities to reduce the number of single occupancy trips to and from work are well presented in the 2001 Survey of San Francisco Area Commute Patterns, conducted by RIDES for Bay Area Commuters, Inc. The majority of Santa Clara residents, 77%, drive to and from work alone. Carpooling is a distant second at 15.3%. The combined bus, Caltrain, BART, and light rail commuter population is at 3%. Other modes, telecommuting, bicycling, walking, etc., also total at 3%.³

² RIDES for Bay Area Commuters, Inc., Commute Profile 2001, Oakland, CA, page 87.

³ Ibid., page 87.

In the nine county Bay Area region, the primary mode of choice for commuting to and from work is driving alone; 69% of commuters drive to and from work in a single occupancy vehicle. The second most popular mode of commuting is carpooling and vanpooling, with 17% carpooling to work. Buses, BART, light rail, and other transit are the third most used commuter mode at 11%. Other modes, telecommuting, bicycling, walking, etc., also total approximately 3%.⁴

Through monitoring efforts such as the annual survey of employees to determine transportation mode split, Juniper Networks will be able to better focus transportation coordination efforts and encourage employees to use alternative transportation. The modal split and peak hour trip reduction survey results will be submitted to the City of Sunnyvale on or before January 1st of each year.

While local and regional traffic mitigation and air quality goals move forward, the Juniper Networks Campus project incorporates design factors, and transportation demand measures that support these goals.

Juniper Networks will work closely with VTA, Caltrain, ACE, Capitol Corridor, RIDES for Bay Area Commuters, Inc., the Moffett Park BTA, and adjacent Moffett Park Industrial area employers to maximize carpool usage, ridership on buses and fixed rail lines.

3.0 PROJECT DESCRIPTION

The Juniper Network Campus will be combined with its existing three-building complex to create a work environment for Juniper employees which will have all the amenities associated with a sizeable corporate headquarters site.

Previously Approved

- Occupied in June 2000 (Building A)
1194 Mathilda Avenue - 144,000 sq. ft., four story class "A" building
- Occupied in February 2001 (Building B)
1184 Mathilda Avenue - 123,000 sq. ft., four story class "A" building

⁴ RIDES for Bay Area Commuters, Inc., Commute Profile 2001, Oakland, CA, Page 18.

- Under Construction – To be occupied in August 2002 (Building C)
1220 Mathilda Avenue - 158,000 sq. ft., four story class “A” building

Proposed

Juniper Networks Headquarters Campus – 70% FAR⁵

JUNIPER NETWORKS CAMPUS		FAR	Bld SF
Maximum Square Footage		70.00%	2,436,616
Hotel	Range of # of Rooms	200	350
Parking Structures (4)	# of Office Spaces	7,310	3/1,000 SF
	# of Hotel Spaces	300 to 525	1.5/Room
OFFICE ENVIRONMENT		Maximum SF	
Campus I	(3) 5-Story Buildings	600,000	
Campus II	(4) 8-Story Buildings	1,280,000	
Campus III	(3) 5-Story Buildings	532,500	
Special Use Building		24,116	
Total Project		2,436,616	

The development is intended to be as self sufficient as possible in order to reduce the number of trips made daily to and from the campus. As is incorporated within Buildings A, B, and C, each floor of the proposed campus will incorporate employee break areas with microwaves and vending machines that dispense food and beverages. To accommodate the entire Juniper Networks Headquarters the campus will include multiple full service and mini-cafeterias, automatic teller machines, a basketball court, a volleyball court, fitness centers, and an on-site oil change, dry cleaning and dental services. The onsite hotel with a restaurant and retail services along with Juniper's onsite amenities will help ensure that significant numbers of commuters can use alternative modes of transportation, and that lunch hour or midday trips will be eliminated.

The project is situated in an excellent transportation corridor, with the Tasman West light rail extension and the new Lockheed Martin Light Rail Station and Transit Center across the opposite corner from the site and access to an extensive network of high occupancy vehicle (HOV) lanes.

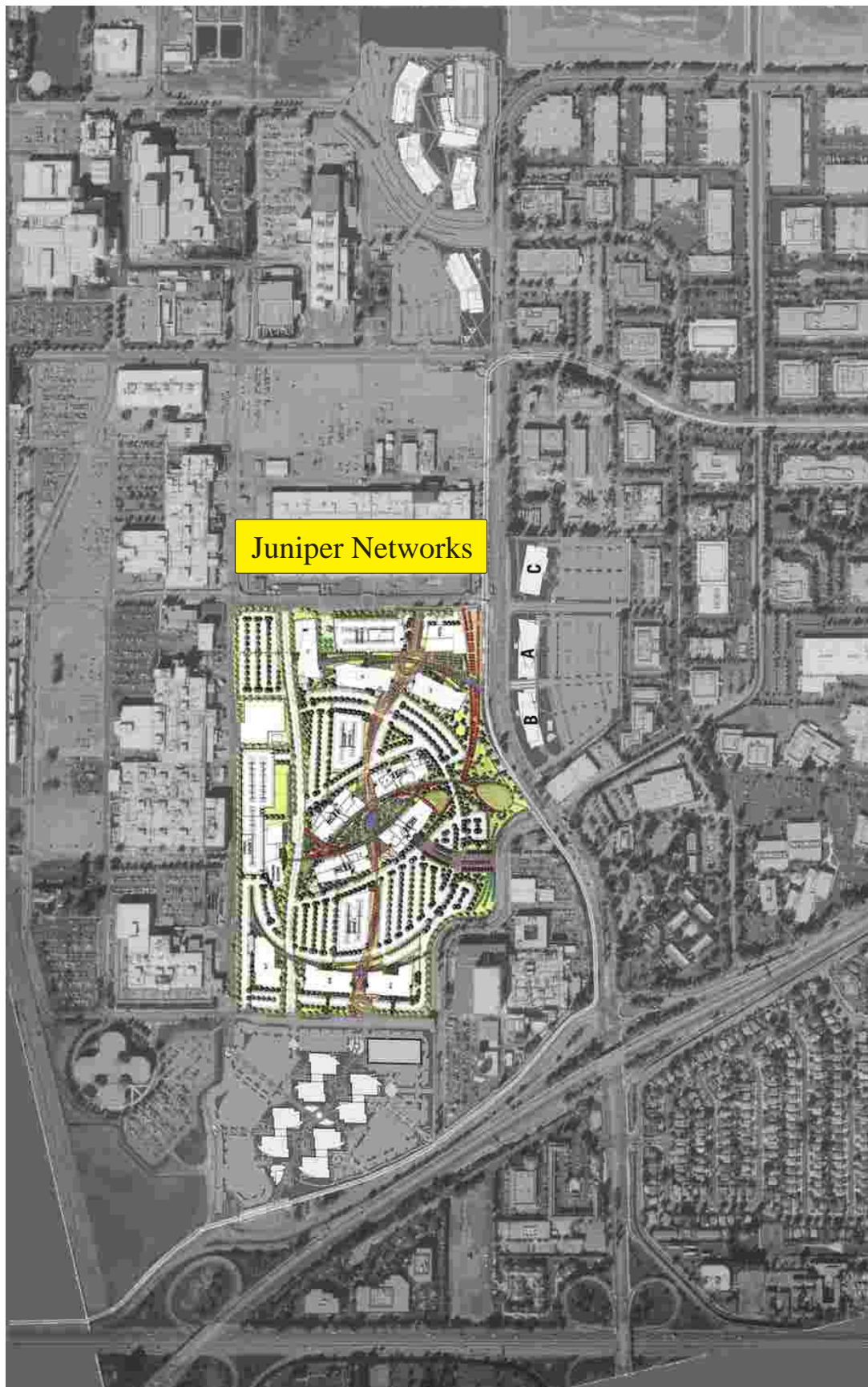
⁵ Menlo Equities, January 2002.

The San Francisco Bay Trail connects at the north end of Borregas Avenue and can be used by Juniper Networks employees for commuting to work via bicycle or walking. The Trail also provides recreational running and walking opportunities for Juniper Networks employees. It is located less than 1/2 mile from the north side of the site. Sunnyvale Baylands Park is accessible from Borregas Avenue just north of Caribbean Drive. Please refer to map on page 20.

Lockheed Martin Light Rail Station and Transit Center shown on the following page is on the Juniper Networks Campus site at the corner of Mathilda and Fifth Avenues.



Juniper Networks Headquarters Campus Location Map



Juniper Networks Headquarters Campus Site Plan



4.0 PARKING MANAGEMENT

Parking Supply

The ability and willingness to rideshare is directly linked to parking availability. By not providing the maximum amount of parking allowed by City Code, Juniper Networks is strongly enhancing the potential success of alternative transportation.

City Code allows for up to 4.0 parking spaces per 1,000 sq. ft. The Juniper Networks Campus will limit the parking to a ratio of 3.0 per 1,000 sq. ft of office space. Approximately 10% of the parking spaces will be specifically marked preferential parking spaces for carpools and vanpools.

5.0 TRANSIT

The project site has strong transit access via VTA Light Rail and buses; Caltrain; ACE, Capitol Corridor and connecting shuttles; Buspool.org, and the Livermore Amador Valley Transit Authority (LAVTA).

Santa Clara Valley Transportation Authority (VTA)

The T2010 Update – County Wide Transportation Plan, produced by VTA in February, 1996, calls for an expansion of the VTA bus fleet, new routes, and an increase in existing service. Please refer to page 13 for a map of rail and bus service to the proposed Juniper Networks Headquarters Campus. This site has tremendous public transportation access - two separate light rail stations and a major bus transfer hub. The planning and design goals are to promote and encourage mass transit usage to the site and automobile-free circulation within the site.

VTA Light Rail

VTA operates light rail service between downtown Mountain View and South San Jose. The recent light rail extension includes the new Lockheed Martin Station at the corner of Mathilda and 5th Avenues. First year projected ridership was 4,000-5,000 riders per weekday. The Lockheed Martin Light Rail Station and Transit Center is directly adjacent to the Juniper Networks Headquarters Campus. Juniper Networks employees are literally able to walk to the station from Juniper Networks' offices. Light rail service is provided seven days a week, 24 hours a day. Weekday service operates every 10 minutes, and weekend and holiday service operates every 15 minutes.

The Moffett Park Station, under construction and located south of 11th Avenue, is connected to the site via a public pedestrian link through the neighboring property. The main pedestrian link throughout the site focuses on connecting these two light rail stations with all buildings. The Lockheed Martin Station is fully integrated into the overall project design. The hotel with retail and restaurant spaces opening on to an

outdoor plaza adjacent to the Station will invigorate the “public” experience at the Station.

VTA Bus Service

The bus transfer hub located on site at Mathilda and 5th Avenues at the Lockheed Martin Transit Center is one of the largest transfer hubs in the South Bay, connecting to other public transportation centers and regions. This Transit Center will be integrated into a parking structure, providing shelter from the weather and easy access to the hotel, retail areas and the Light Rail Station.

VTA operates a comprehensive bus system throughout Santa Clara Valley. Currently the service to the Juniper Networks Headquarters Campus site, via the Lockheed Martin Transit Center, includes VTA bus routes 26, 54, 321, 328, and express buses 122, 520, and 521.

Caltrain

Caltrain operates frequent fixed route commuter rail service seven days a week between San Francisco and San Jose, as well as limited service to and from Gilroy on weekdays. Caltrain operates on weekdays from approximately 4:30 a.m. until about 1:30 a.m. and on 15 to 30 minute frequencies during the peak periods in the morning and evening. Midday and evening service operates approximately every hour until about midnight. Service is less frequent on Saturdays, Sundays, and holidays.

The Juniper Networks Headquarters Campus is approximately two and one-quarter miles from the Sunnyvale Caltrain Station. The Sunnyvale Caltrain Station has connecting transit services via VTA buses to: Eastridge-Lockheed (26); Santa Clara Caltrain-Mountain View (32); Westgate-Sunnyvale (53); West Valley College-Fair Oaks/Tasman (54); De Anza-Great America (55); Milpitas-Sunnyvale (56); and Fremont BART-Sunnyvale (140).

The Moffett Park Caltrain shuttle and VTA bus 54 provide service from the Sunnyvale Caltrain Station to the Lockheed Martin Transit Center directly across from the proposed Juniper Networks Headquarters Campus.

Altamont Commuter Express (ACE)

In October, 1998, ACE rail service began operations between Alameda/San Joaquin Counties and San Jose. The service has been successful beyond original ridership projections. Originally expected to carry 1,200 riders per day, the service, almost two years old, is carrying over 2,000 riders per day. Free shuttles (Red Line) are provided by VTA to/from the closest ACE rail station at Great America.

ACE has developed an Emergency Ride Home Program for monthly pass holders which augments Juniper Networks existing Guaranteed Ride Home (GRH) Program. As commute distances increase, transit riders experience concern for being stranded in rare and unexpected emergencies. ACE will provide emergency options, depending on the severity of the emergency. These include alternate trains, buses, shuttles, rental car, or taxi. Please refer to page 13 for the Red Line Shuttle - North Sunnyvale route and schedule for service to the Juniper Networks Headquarters Campus.

Shuttle Services to the Juniper Networks Headquarters Campus

The Juniper Networks Headquarters Campus is approximately two and one-quarter miles from the Sunnyvale Caltrain Station and approximately four miles from the Great America Capitol Corridor/AMTRAK and ACE Train Station.

During commute hours, the Moffett Park Caltrain shuttle provides service from the Sunnyvale Caltrain Station, five morning and six afternoon trips for employees in the Moffett Park area. Funding for this shuttle is provided 25% by the BAAQMD, 25% by the transit organization, and 50% by a lead employer (Ariba).

Shuttle service from the Great America ACE Station is provided by the free Red Line Shuttle operated by VTA.

Juniper Networks is proposing to join the existing shuttle systems. These shuttles will circulate between the Sunnyvale Caltrain Station, the Great America ACE and Capitol Corridor/AMTRAK Station at either 15 or 30 minute frequencies. This shuttle will provide service at 30 minutes frequencies between the Sunnyvale Caltrain Station and the Lockheed Martin Station in the a.m. and p.m. peak. Please see bus and rail map on page 13.

This map is available at <http://www.bayrailalliance.org/maps/moffett2001.html>

CALTRAIN <http://www.caltrain.com> 1-800-660-4287

San Francisco-San Jose-Gilroy. 80 trains a day every 10-30 minutes.
A Two Zone Monthly pass is only \$53.25 and doubles as a Sam Trans and VTA Monthly Pass. Bike Car, Luggage Car, and Bathrooms onboard!

Caribbean Shuttle from Lawrence Caltrain Station

<http://www.transinfo.org/cgi-bin/sched?C=CX&R=Caribbean&M=A>

Moffett Park from Sunnyvale Caltrain Station

<http://www.transinfo.org/cgi-bin/sched?C=CX&R=Moffett&M=A>

ACE <http://www.acerail.org> 1-800-411-RAIL

Stockton-Livermore-Fremont-Great America-San Jose 6 trains a day

ACE RED Shuttle from Great America Station

http://www.vta.org/schedules/SC_826.html

Capitol Corridor <http://www.amtrakcapitol.com> 1-800-USA-RAIL

Sacramento-Oakland-Hayward-Fremont-Great America-San Jose
3 trains a day. Bathrooms and Dining Car on Board. (Take VTA Light Rail from Great America)

PrimeTime Commuter Bus Service (925) 455-7500

<http://www.lavta.org/primetime/psubsvc.html>

Livermore/Pleasanton/Borregas/Lockheed. 2 round trip busses per day.

SMART Commuter Bus Service (209) 943-1111

<http://www.sj-smart.com> info@sj-smart.com

3 daily roundtrips. Routes 72, 73, 74.

Stockton/Manteca/Tracy/Sunnyvale/Mountain View.

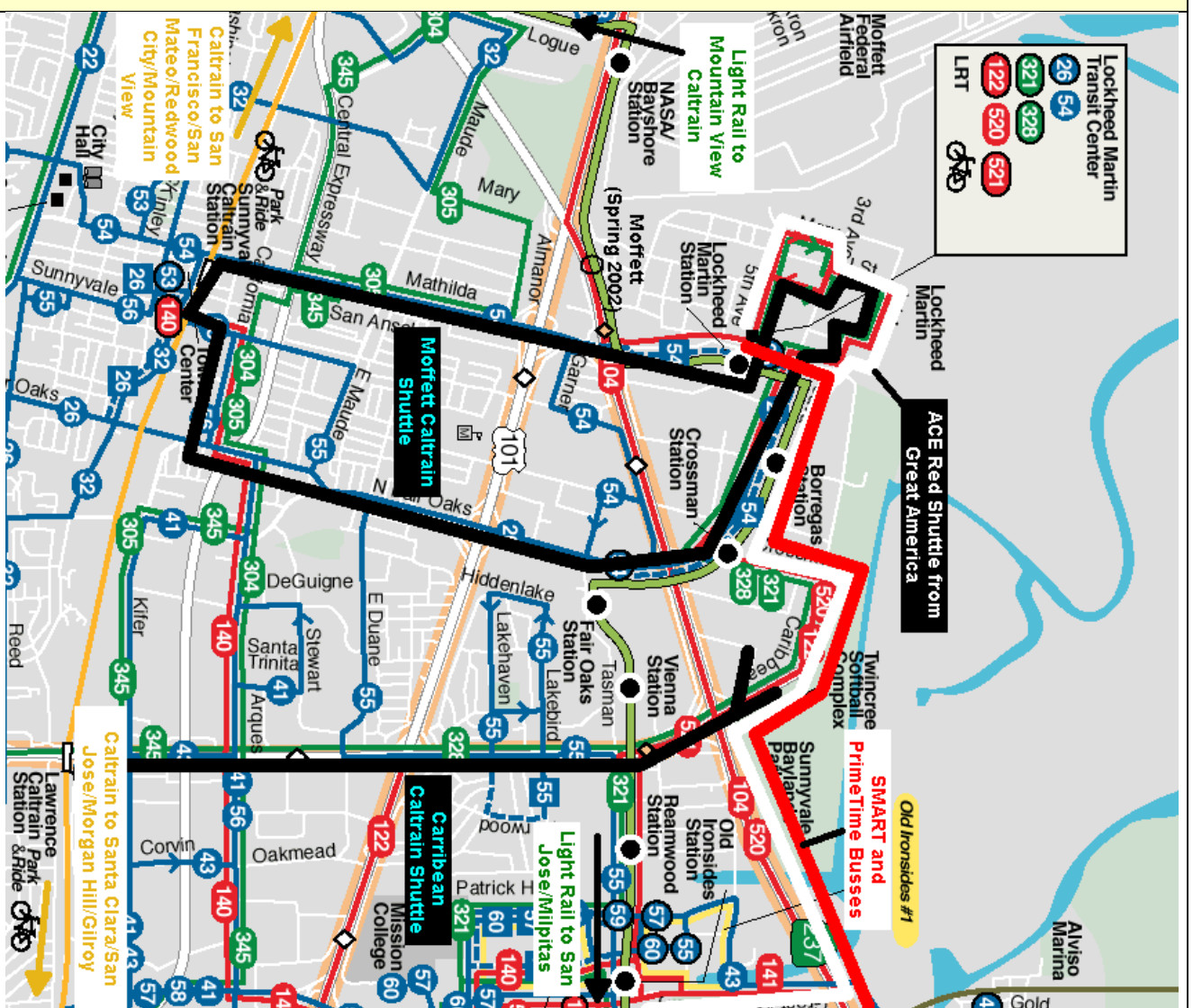
Bicycle Lockers are available at VTA's Lockheed Martin and NASA/Bayside Stations. (408) 321-7520 or bikelockers@vta.org.

VTA Light Rail (408) 321-2300

http://www.vta.org/schedules/light_rail_schedules.html

Mountain View-Milpitas-North/Downtown South San Jose every 10 min.

Bay Area Rail Alliance (formerly Peninsula Rail 2000) is an all volunteer transit consumer group working to realize a regional rail system that will ring the San Francisco Bay Area. <http://www.bayrailalliance.org> 11/6/01



6.0 TRANSIT SUBSIDIES

In August of 2001, Juniper Networks enrolled in the VTA Eco Pass Program for all employees through the Moffett Park BTA. To date, more than 40% of Juniper Networks employees use their Eco Pass for regular or occasional commuting. Stickers are affixed to the back of Company ID badges. For employees, Eco Pass offers a less stressful way to get to work and significantly lowers commuting costs.

Eco Pass is endorsed by the Silicon Valley Manufacturing Group and the San Jose Valley Chamber of Commerce and was awarded the 1997 Governor's Environmental and Economic Leadership Award for Environmental Management. It is also recognized by the Bay Area Clean Air Partnership (BayCAP) as an effective strategy for reducing air pollution.

Eco Pass

VTA launched Eco Pass in 1996 as a partnership with local companies and other employers. Eco Pass provides employees an attractive benefit - unlimited use of all VTA Bus, Light Rail and Paratransit services, seven days a week. As of February 1, 2000, Caltrain (via a pilot program) also participates in the Eco Pass program for Santa Clara County employers for an additional cost.

VTA's Eco Pass program includes the following services:

- **Personalized Commute Planning** - VTA will work with employees individually to plan their trips from home to work. They can also visit the worksite for convenient in-person assistance.
- **Guaranteed Ride Home** - Employees never have to worry about being stranded when they use Eco Pass. Free taxi service will get them home in the event of illness, family emergency, or unexpected overtime.
- **Eco Pass Hotline** - Employees can rely on a dedicated, full-staffed hotline to get fast information about VTA routes and schedules. VTA provides extensive phone service hours, seven days a week. Recorded information is available 24-hours a day in English, Spanish, and Vietnamese.
- **Promotions** - Annual Eco Pass promotions will build ridership among employees. VTA provides a complete package of materials for employer use or VTA marketing specialists can customize your promotional campaign.
- **Employee Surveys** - VTA will help conduct periodic transit surveys to assess employee needs.

Transit pass subsidies by employers of as little as \$15 per month have shown a 63% increase in monthly pass sales in other jurisdictions.

Commuter Choice Program

The “Commuter Choice” Program, is new under the June 1998 changes, in the Internal Revenue Service code which allows employers and employees to utilize tax free salary payroll deductions of up to \$100 per month per employee for vanpool and transit pass fares through a voucher or payroll program. An employee can deduct up to \$1,200 a year from their salary as a pre-tax payroll deduction. This program encourages non-drive alone commute trips and supports the City of Sunnyvale’s transit policies included in the General Plan.

The program would be open to all employees. Juniper Networks expects the employee participation level to increase at the completion of the new building due to the exceptional proximity of the project to the new light rail station.

Commuter Check

Commuter Checks are vouchers that implement the Commuter Choice Program. They are redeemed for transit passes, tickets or tokens and to pay for vanpool fares. The monthly amount is deducted from employees’ pre-tax income and commuter checks are issued to the employee.

Benefits for Juniper employees include:

- Annual savings of up to \$450.00 in income taxes by taking the pre-tax deduction and using vouchers. This commute subsidy will be in the form of a commuter check voucher which can be redeemed to purchase tickets for vanpools, Caltrain, ACE, Capitol Corridor/AMTRAK, Buspool.org, or LAVTA fares.

Benefits for the company include:

- Incremental cost-savings on matching FICA payments, due to lower overall taxable income reported.

7.0 ON-SITE AMENITIES

On-site amenities provide employees with a full service work environment. Eliminating the need for an automobile to make midday trips increases non-drive alone rates. Many times employees perceive that they are dependent upon the drive alone mode because of the number of errands and activities that must be carried out in different locations. By reducing this dependence through the provision of services and facilities at the work site, an increase in alternative mode usage for commute-based trips should be realized.

Food Services/Cafeteria

There will be multiple full service cafeterias and several satellite facilities on the Campus. Each building will have employee break areas with microwaves and vending machines that will dispense food and beverages.

Bicycle Parking

Bicycle parking spaces, meeting VTA guidelines, will be provided both indoors and outdoors. To facilitate non-vehicle use within the site, Juniper campus bicycles and scooters will be provided and located along the major pedestrian corridor.

Company Store (Sundry Shop)

Personal and convenience items will be made available to employees to meet the occasional or unexpected needs of employees. Items provided will include, film and film processing, birthday cards, floral service, candy and gum, snacks, magazines, Juniper Networks promotional and retail products, and other sundry supplies, etc.

Recreational Facilities

Employees can use permanent basketball facilities and turf volleyball courts along with a one of several fitness centers. The fitness centers will include treadmills, stair climber equipment, and a wide range of weights.

Showers and Lockers

Showers with lockers will be available in all buildings for employee use. Employees who want to bicycle, walk, or run to work can take a shower and store clothing and toiletries in the lockers. Having access to showers and lockers will encourage employees to use alternative transportation modes since they can clean up after the commute by bicycle, running or walking.

On-Site Training Center

Employees will utilize one of several employee and customer training facilities located throughout the campus. These facilities are used approximately 40% of the time and are used for product, technical, policy and new applications training. This training center eliminates the need for trainers and trainees to travel to off-site training facilities, thereby reducing daytime vehicle trips.

Dry Cleaning

A valet dry cleaning service picks up and returns employee dry cleaning twice per week. This service eliminates the need for employees to drive to work in order to run dry cleaning errands.

On-Site Oil Changing Service

An on-site oil changing service eliminates the need for employees to leave work in order to maintain service to their vehicles. This service will be scheduled twice per month (depending on demand) and will be open and available to other employees in the Moffett Park Industrial area.

Automatic Teller Machine

Employees will have access to Automated Teller Machines (ATM) installed on-site. These ATMs will allow for withdrawal and deposit transactions.

Onsite Dental Service

A periodic, regular dental service will provide convenient dental service for employees on a regular basis eliminating off-site trips for office visits.

Mail and Postage Outlet

Postage and mailing services will be available in several buildings.

8.0 DESIGNATED CARPOOL SPACES/PREFERENTIAL PARKING

Juniper Networks will provide carpool parking spaces for the Headquarters Campus project. Approximately 762 (10.0%) preferential parking spaces will be allocated to employees who carpool or vanpool. Preferential parking spaces will be located near the entrance of the buildings. Preferential parking spaces placed near building entrances are an excellent incentive and send a clear visual message to employees and the community that alternative transportation is important.

9.0 PERSONALIZED CARPOOL MATCHING AND VANPOOL ASSISTANCE

The Santa Clara County-wide integrated HOV lane network system greatly encourages the use of carpooling and vanpooling. Fifty-one percent (51%) of Santa Clara respondents indicated there was a carpool lane along their route to work. Eighty percent (80%) of Bay Area commuters believe HOV lanes save them time, 60% said it influenced their mode decision and the actual use is six of ten HOV groups. The information exhibits that the HOV lane network system has a strong influence on mode choice.⁶

Juniper Networks' internal web site highlights the employee transportation programs and alternative commute options including Juniper employee mentors (existing carpoolers, transit riders, etc.). The carpool/vanpool and rideshare matching elements link directly to RIDES for easy access to a nine-county database of potential rideshare partners. In addition, Juniper coordinates with other Moffett Park employers and the Moffett Park BTA in rideshare events and promotions.

The Juniper Networks Transportation Coordinator (TC) will establish a Personalized Matching Assistance (PMA) program for their employees at the proposed campus for carpool and vanpool matching. Employees will be given a list of fellow employees who live in the same general area, who travel to work at the same time, and would be willing to carpool. The TC will assist Juniper Networks' employees with carpool formation and support. This can be done through RIDES for Bay Area Commuters; Juniper Networks supplies the application and direct internet link, which is then sent to RIDES.

⁶ RIDES for Bay Area Commuters, Inc., Commute Profile 2001, Oakland, CA, page 27

Long distance commuting is best addressed by vanpooling. A vanpool program will help reduce the parking demand at the site, since a vanpool vehicle can accommodate 10 to 12 individuals. Vanpooling helps reduce stress to the commuter and can save time and money. RIDES for Bay Area Commuters will assist in all aspects of setting up a vanpool program for Juniper Networks.

10.0 BICYCLE TRAILS, LANES AND PATHS

The project has outstanding connections to regional bicycle facilities, specifically the San Francisco Bay Trail. The Bay Trail is a network of multi-use pathways circling San Francisco and San Pablo Bays. Approximately 150 miles of the trail is complete. The ultimate route is planned to be a 400 mile route through nine Bay Area counties and 42 shoreline cities. The trail provides commuters an exceptional pathway to bicycle or walk to work at Juniper Networks which has a nearby linkage to the Trail.

The San Francisco Bay Trail is located less than 1/2 mile from the Juniper Networks Headquarters Campus project site and is easily accessible for commute alternative and recreational opportunities. Commute alternative users, bicyclists and walkers, can benefit from the numerous connections to public transportation (including light rail lines, bus stops and Caltrain, Amtrak and ACE stations). Several other bike lanes and bike paths are also located in the nearby area.

The City of Sunnyvale is planning bicycle improvements for the Moffett Park area. These currently implemented and planned improvements include the following:

1. Bicycle lanes are currently under construction on Caribbean Drive between Mathilda Avenue and Moffett Park Drive. Completion of project estimated for Summer 2002.
2. Bicycle lanes are currently being designed for Moffett Park Drive between Bordeaux Drive and Caribbean Drive. Completion of project estimated for Summer 2002.
3. The concept for the Borregas Bridge Overcrossing (over Hwy 237 and Hwy 101) is pending Caltrans review and approval. Environmental and design processes will follow approval with completion of project estimated for 2006.

Page 20 shows a map of surrounding bikeways in the City of Sunnyvale.

11.0 BICYCLE FACILITIES AND STORAGE/BICYCLE MATCHING

Approximately 12% of Juniper Networks employees live within the City of Sunnyvale. It is anticipated that this percentage will increase once Juniper Networks employees are fully consolidated in Sunnyvale. Therefore, bicycling to work will be a viable alternative for a growing number of employees.

As part of Juniper Networks' transit oriented design to encourage alternative, bicycles and scooters within the campus will be provided by Juniper Networks conveniently stored along the pedestrian paths.

The bicycle will be promoted as the major mode of inter-building transportation. A system of bicycle paths and bicycle stations will be created along the main pedestrian link with "Juniper" bicycles dispersed throughout. Multiple, large bike storage areas will be equipped with racks and lockers for short-term or long-term storage.

The site design also supports alternate wheeled transportation, such as electric scooters. Juniper employees are allowed to bring these electrified scooters to their workstations for easy re-charging.

Through bike commuting assistance offered as part of their rideshare program, Juniper Networks will provide information to employees who choose healthful commuting (at least in the good weather months) in the form of a Bicycle Riders Guide. The RIDES' bicycle program will assist with basic information on getting started and provide advice from experienced bike commuters. RIDES' Bike Buddies Matching program will provide a matchlist to Juniper Networks employees with names and e-mail addresses of experienced cyclists who can advise on bike commuting. Please refer to the bicycle map on page 20.

Along with bicycle matching, Juniper Networks will provide 406 bicycle facilities, consisting of 304 bicycle lockers and 102 bicycle racks, to all employees at no cost. Bicycle storage will comply with VTA standards.

In addition, bicycle storage is located at light rail and Caltrain stations. This allows employees to bicycle to public transit, store their bicycles near the origin of their trip, and then take the train in the rest of the way to work.

San Francisco Bay Trail Map



Sunnyvale Bicycle Map



Mento Equities, January 9, 2002

12.0 GUARANTEED RIDE HOME PROGRAM (GRH)

Juniper Networks offers a GRH program (via the their membership in the Moffett Park BTA and participation in the VTA Eco Pass program) to its employees to promote the use of commute alternatives to their new headquarters.

One of the primary reasons commuters refuse to try carpooling or public transit is the loss of the ability to leave work unexpectedly due to an emergency or the fear of being stranded should they have to work late. Employers in Southern California and Seattle who have guaranteed their employees a ride home in the case of an emergency or having to unexpectedly work late have found it to be a tremendous incentive in getting employees to try ridesharing and get them to stay in a ridesharing program.

An attitude survey of 1,650 employers in Southern California showed that a Guaranteed Ride Home (GRH) program was the number one incentive for employees to rideshare. A similar survey in Seattle, Washington, showed that having access to a GRH program was an important factor for 70.0% of those who chose to rideshare and was an important factor for 50.0% in continuing to rideshare.

The GRH program provides the employee with a security blanket, a feeling of reassurance that if a child becomes ill or injured during the day, the employee can get to them quickly. If an employee has to work late and misses their bus or carpool, or if their vanpool breaks down, they are guaranteed a ride home.

Employers in Southern California have shown an increase in ridesharing of 15-20% when a GRH program is available to them.

13.0 TRANSPORTATION COORDINATOR (TC)

Juniper Networks has identified a Transportation Coordinator whose responsibility includes the rideshare and transit pass subsidy programs. The Transportation Coordinator will have primary responsibility for transportation demand management (TDM) issues and for implementing this TDM Plan.

Juniper Networks has identified Brad Minnis as their Transportation Coordinator who will be responsible for implementing Juniper Networks transportation demand management (TDM) programs. Brad brings a wealth of experience to the position, as he was the transportation coordinator for 3Com in Santa Clara prior to joining Juniper Networks. The 3Com program received several awards under Brad's management, including the 1999 American Lung Association Clean Air Award for "Best Employer Transportation Program". Brad has a team to assist him with Juniper's Transportation Programs.

The Transportation Coordinator duties will be filled by:

Name: Brad Minnis
Address: Juniper Networks
World Wide Safety and Security Manager
1194 Mathilda Avenue
Sunnyvale, CA 94089

Phone: (408) 747-4898

The Transportation Coordinator (TC) will provide the following services and functions:

1. Conduct an annual survey of employee commute methods and submit summarized results to the Sunnyvale Planning Department as part of the annual reporting process. The report must be submitted to the City of Sunnyvale on or before January 1st of each year.
2. Develop and maintain liaison with employees, neighboring employment centers, regional and local ridesharing programs.
3. Coordinate and manage various aspects of the TDM Plan that require periodic update or monitoring, such as carpool and vanpool registration, parking assignment and enforcement, (locker assignment and enforcement and flextime work schedules).
4. Coordinate the transportation needs of the project with other area projects, specifically related to alternative modes of transportation such as vanpooling.
5. Provide information and resource materials on the full range of transportation choices available to employees of the development. Conduct employee outreach via on-site transportation fairs, email distribution and web site articles and promotions.
6. Provide up-to-date transit information.
7. Provide direct on-site sale or disbursement of Eco Pass/Commuter Choice Program, and other transit subsidies.
8. Provide information to bicyclists regarding designated bike routes in the City of Sunnyvale/Santa Clara Valley Bikeway Master Plan, and on-site support facilities.
9. Post informational materials specific to commute alternatives via e-mail and break area/lobby/cafe/tergia and kiosk posting.

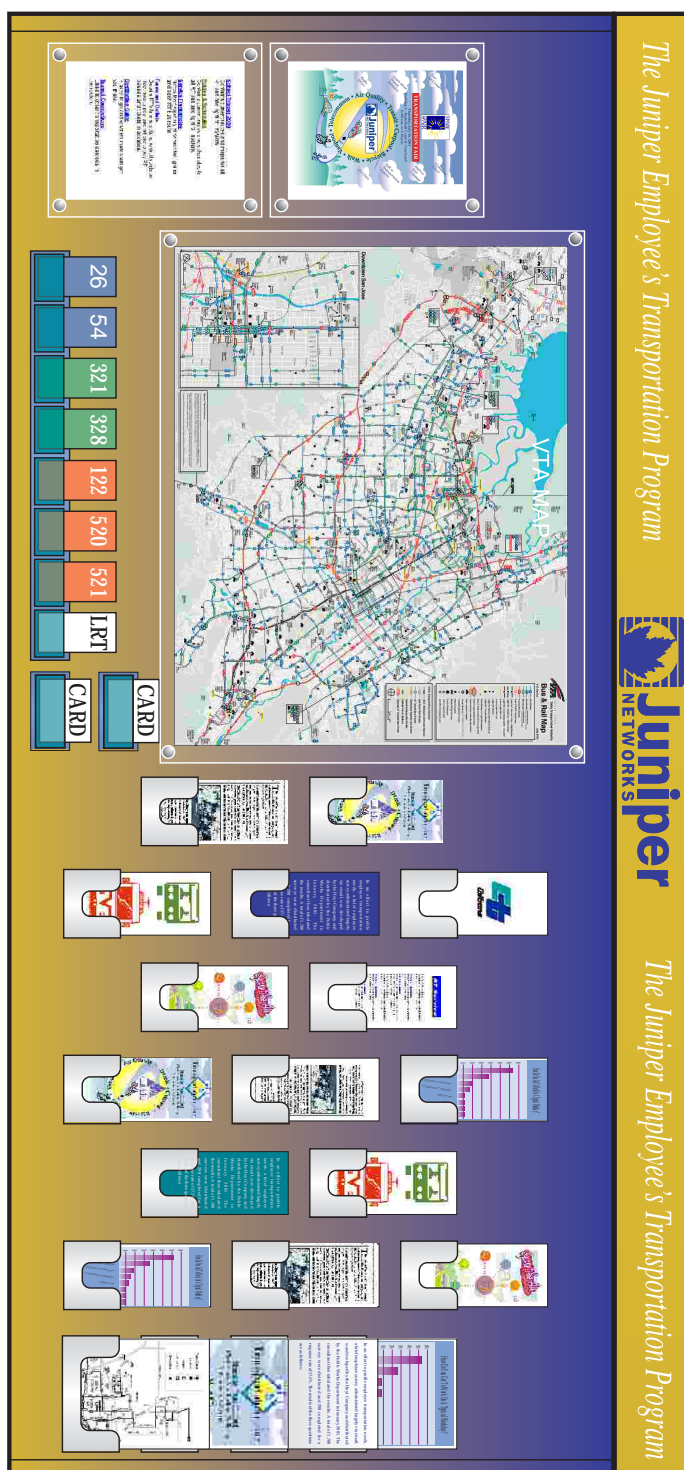
10. Catalog all existing incentives that encourage employees to utilize alternative transportation programs and aggressively market programs to employees.
11. Evaluate survey results for alternative transportation potential.
12. Encourage flextime and other work schedule adjustments to accommodate employee's chosen alternative mode.

14.0 INFORMATION KIOSK/DISPLAY CASE

An information kiosk or display case will be located inside the buildings in common gathering area(s) such as the cafeteria hallways and break rooms. The kiosk or display case will contain transportation information including area shuttles, VTA, Caltrain, ACE, RIDES for Bay Area Commuters, Inc., and other related information. Information will be updated periodically by the Transportation Coordinator.

A conceptual design of the Juniper Networks Alternative Commute and Transportation kiosk is shown on page 25.

Juniper Networks Conceptual Kiosk



15.0 NEW EMPLOYEE INFORMATION/NEW HIRE BROCHURE

Upon commencement of new hires, Juniper Networks will provide new employees with the “Juniper Employees’ Transportation Program” packet containing all of subsidy and resource information regarding alternative commute options, complementary transit passes, Eco Pass, and guaranteed ride home information.

At quarterly New Employee Orientation seminars, new Juniper Networks employees will receive follow up information and training to support commute choices including web site review of internal information, request for employee commitment and participation, and mentor identifications.

At the commencement of occupancy, every Juniper Networks employee will receive an Employee Transportation Information Brochure. This brochure will include (but not be limited to) information about air quality, transit subsidies, carpool and vanpool program, bicycle trails and route information, VTA, Caltrain, ACE transit options and shuttle schedules and maps, and a bicycle map.

16.0 TELECOMMUTING

Juniper Networks has a well-established, highly successful policy to allow employees to telecommute. The use of telecommuting by Juniper Networks employees is regulated by their direct supervisor or manager. Juniper Networks provides a modem and DSL line for those employees who telecommute. Approximately 75% of Juniper Networks employees telecommute at one time or another. This allows employees to delay or eliminate commutes to the office site. The 2001 employee survey reflected that on any given day, 6% of the Juniper Networks employees telecommuted to work.

Telecommuting involves the use of telephones and computers to enable an employee to work off-site or outside of the traditional work place. It can mean working at home or at the telecenter. Many employers look at telecommuting as a way to reduce work space demands (office management agencies refer to it as “hoteling” since people are using the same space at different times during the week).

Today, over 19 million employees telecommute to work. Some form of office work is being done in over 50.0% of U.S. households.⁷ Telecommuting, used as a tool to reduce the cost of doing business and employee commute trips, has proven to be very effective. The secondary and related benefits include recruitment and retention value, reduced sick time and absenteeism, improved productivity and morale, and reduced stress.

⁷ United States, Department of Labor, Telework and the New Workplace of the 21st Century; interent; <http://www.dol.gov/asp/telework/execsum.htm>; accessed February 5, 2002.

By 1999, the United States Department of Transportation projects that over half the eligible work force will be telecommuting on a regular basis.⁸ The benefits mentioned above focus on employers and employees, but telecommuting will also reduce our energy consumption relating to commuting, vehicle miles traveled, and mobile source emissions.

17.0 FLEXIBLE WORK HOURS

Currently, Juniper Networks has a policy to allow employees to flex their hours of work. The use of flextime by Juniper Networks employees is regulated by the demand of their work load and is used significantly throughout the company. Flextime encourages employees to commute to work outside of the traditional peak travel times and thereby helps to reduce traffic congestion. The Juniper Networks workday spans between 7:00 a.m. to 8:00 p.m.

18.0 KICK-OFF EVENT

Upon 50% of occupancy of each of the proposed buildings Juniper Networks will host commute alternative kick-off event/celebrations. Transportation service providers such as VTA, Caltrain, ACE, bicycle groups, vanpool organizations, BAAQMD, Moffett Park BTA and RIDES for Bay Area Commuters, Inc., will be invited to set up exhibit booths. To encourage participation in the event, Juniper Networks will provide food such as popcorn, hot dogs and refreshments, and give-a-ways, such as commuter mugs, water bottles, t-shirts, etc. Juniper Networks will set the date for the event and advertise the event at least two weeks in advance.

19.0 SPECIAL PROMOTIONS

Periodic rideshare articles will be written in the Juniper Networks internal employee newsletter with ongoing highlights of alternative commuters and their successes. Internal company notices and incentive promotions about **Spare the Air** (June through October), **Bike to Work** (May) and **Rideshare Week** (October) events should attract attention of commuters, generate excitement about the use of commute alternatives, and reward ridesharers. These promotions are often sponsored in conjunction with RIDES For Bay Area Commuters, Inc. Additional event may be included such as **Earth Day** (April), **Vanpool Week** (March), and **Try Transit Week** (September)

Juniper Networks will register with the Bay Area Air Quality Management District (BAAQMD) for the Spare the Air program so as to receive regional air quality forecast bulletins about poor and unhealthy air quality days. These direct email updates will be forwarded to all employees to encourage the use of alternative transit mode during peak advisory periods.

⁸ United States Department of Transportation, Transportation Implications of Telecommuting, <http://ntl.bts.gov/DOCS/telecommute.html>; February 5, 2002.

20.0 TRANSPORTATION MANAGEMENT ASSOCIATION (TMA) MEMBERSHIP

TMAs are private, non-profit organizations run by a voluntary Board of Directors and typically a staff of one. Their key purpose is to promote alternative modes of commuting. They help businesses, developers, building owners, local government representatives, and others to work together collectively to establish policies, programs, and services (as well as addressing local transportation problems). The key to TMAs lies in the synergism of multiple businesses banding together to address and accomplish more than any employer, building operator, or developer could do alone.

Juniper Networks and Menlo Equities are founding members of the Moffett Park Business and Transportation Association (BTA) incorporated in 2001. Mr. Michael Bangs, Juniper Networks Director of Facilities is the Chair of the BTA Board of Directors, illustrating Juniper Networks strong support of TDM.

The Moffett Park TMA provides or is considering providing the following services to its members:

- Eco Pass
- Shuttle Programs
- Carpool & Vanpool Matching*
- Transit Pass Sales (ACE, Caltrain, etc.)
- Guaranteed Ride Home Program
- Newsletters
- Transportation Fairs
- Sponsored Vanpools
- Assistance in improving on-site support (dry cleaning pick-up/delivery, car detailing, food delivery, banking, etc.)
- Advocacy/Information /Representation at meetings
- ETC Training
- Rideshare/Subsidies-Incentives
- Promotional/Marketing Programs
- Telecommuting/Flextime
- Annual Employee Survey
- Bicycle Buddies, Promotions
- Information on tax breaks
- Web-site
- On-site child care

* The Moffett Park TMA coordinates with RIDES to utilize their existing ridematching database and carpool programs.

Previously, there was not a forum for Moffett Park businesses to address their unique ridesharing problems, to advocate for improved bus service, to assess the impact of proposed roadway expansions, to design a shuttle system, or to provide training or education on TDM issues. A Moffett Park BTA serves as a forum for representing these and other transportation related issues.

21.0 TDM MONITORING, REPORTING AND PENALTIES

Juniper Networks will establish and maintain a 30% peak hour trip reduction at the proposed campus which is subject to annual monitoring. They plan to voluntarily promote, encourage, and support alternative commute mode usage for employees. The 30% peak hour trip reduction will be met through reducing peak hour trips by 20%, and by shifting another 10% of peak hour trips into off peak hours.

An Annual Report will be a critical part of the monitoring process to determine the success or failure of the TDM measures to meet the 30% peak hour trip reduction requirement. This report, via results from an annual employee survey, distributed and collected by the Juniper Networks Transportation Coordinator, will provide quantitative data (e.g., mode split) and qualitative data (e.g., employee perception of the alternative transportation programs). This data may then be used to focus TDM marketing and the efforts of the Transportation Coordinator. TDM programs could be retooled, if necessary, to establish and maintain a 30% peak hour trip reduction commitment at the site.

Purpose and Goal: The intent of the City of Sunnyvale's Transportation Demand Management (TDM) Program is to reduce single occupancy vehicle (SOV) trips and in doing so lessen the resulting traffic congestion and mobile source related air pollution. It is important to ensure TDM measures are actually implemented and effective. Therefore a monitoring and enforcement program is necessary for each application. Because the City's TDM Program is performance based (i.e. project required percentage alternative mode usage and corresponding trip reduction at 30%), an annual evaluation program will allow Juniper Networks and the City to assess the effectiveness of the unique program designed for their project, and to make adjustments as necessary to consistently meet or exceed the requirement.

Requirements: In accordance with the Mitigation and Monitoring Program, Juniper Networks shall prepare an annual Transportation Demand Management (TDM) report, and submit same to the City, to document the effectiveness of their TDM Plan in achieving the goal of the alternative mode usage and 30% trip reduction by employees within the Project. The TDM report will be prepared by an independent consultant or Transportation Management Association (TMA), or other transit resource (VTA), who will work in concert with Juniper Networks' TDM Coordinator (or Employee Transportation Coordinator-ETC). The TDM report will include a determination of historical employee commute methods provided by information obtained from a survey of all employees working in the building.

The initial TDM report on the Property will be submitted within one (1) year and each year thereafter following the granting of a certificate of occupancy with respect to the building; or done in conjunction with the Moffett Park Transportation Management Association's annual survey and reporting timeline targeted for the 4th quarter of each year.

The annual report(s) shall be reviewed by the City staff. If at anytime reports indicate failure to achieve the stated policy goals, those reports will go to the City Council. Once the policy goal is achieved, staff may elect to review future reports at the staff level only.

The goal of Juniper Networks' TDM program is to encourage alternative mode usage and single occupancy vehicle trip reduction. The initial TDM report shall either: (1) state that the applicable property has achieved its required percentage alternative mode usage and trip reduction of 30%, provide supporting statistics and analysis to establish attainment of the goal; or (2) state that the applicable property has not achieved the required percentage alternative mode usage, providing an explanation of how and why the goal has not been reached, and a detailed description of additional measures that will be adopted in the coming year to attain the TDM goal of alternative mode usage. Any and all additional measures must include an implementation schedule by month.

If after the initial TDM report, subsequent annual reports indicate that, in spite of the changes in the TDM Plan, the required 30% alternative mode usage/trip reduction is still not being achieved, or if Juniper Networks fails to submit such a TDM report at the times described above, the City may assess a penalty.

Penalties to be determined at a later date.

22.0 CONCLUSION

Juniper Networks' strategic decision to consolidate their employees in headquarters immediately adjacent to the new light rail station breeds success and will contribute to the economic growth of Sunnyvale by providing approximately 10,000 jobs at one consolidated work site. By balancing air quality with economic growth, Juniper Networks will help Sunnyvale thrive as a community. It is projects like these that will contribute to Sunnyvale's livelihood.

The Juniper Networks Headquarters Campus project supports the policies of focusing clustered development along transportation corridors (Highways 237, 101 and 85), HOV corridors, and transit corridors (Caltrain and VTA), including the new light rail extension.

In order to be part of the transportation solution, Juniper Networks must contain the density and critical mass necessary to encourage the use of all alternative modes of transportation including bicycling, carpooling, vanpooling, and public transit. It must maintain the current proposed mix of office uses, recreational facilities, and food services. It must also work closely with Santa Clara Valley Transportation Authority (VTA), Altamont Commuter Express (ACE), and Caltrain to maximize employee ridership on bus and light rail lines.

An essential element to realizing the trip reduction potential by Juniper Networks is the comprehensive plan of trip reduction measures identified in this Plan. This critical factor will provide the synergism necessary to maintain a 30% trip reduction for the Juniper Networks Headquarters Campus project.

Juniper Networks, with this TDM Plan, is committed to achieving and maintaining an employee alternative transportation mode usage to support a 30% peak hour reduction in vehicle trips. This 30% peak hour trip reduction goal is the highest commitment to TDM and trip reduction by any project in the City of Sunnyvale.